



FY10 PERFORMANCE PLAN

Office of Public Education Facilities Modernization

MISSION STATEMENT

The mission of the Office of Public Education Facilities Modernization (OPEFM) is to support a high-quality education for students enrolled in District of Columbia Public Schools (DCPS) by rapidly and consistently providing and maintaining safe, healthy, modern and comfortable learning environments.

SUMMARY OF SERVICES

The Office of Public Education Facilities Modernization provides two primary services; renovating and modernizing schools; maintaining and operating DCPS facilities.

PERFORMANCE PLAN DIVISIONS

- **Office of the Director**

The Office of The Executive Director provides the management and leadership for the School Construction Program and Maintenance & Operations. These responsibilities include maintaining an aggressive management approach that keeps staff and consultants continuously focused on project quality, schedule and budget. This task will be accomplished through the implementation of internal and external capacities - through program accountability and project management. Through renewed focus and improved program delivery processes and formal performance measurements, the quality assurance monitoring of staff and consultants carrying out those processes, and consistent interaction with staff and consultants making them all accountable for the delivery to achieve the agency's mission.

- **Oversight - School Construction (Capital Improvement) Division**

The program objective is to renovate and modernize existing DCPS schools and facilities and (where appropriate) build new DCPS schools and facilities. The School Construction Program consist of programming (developing the master plan and the capital improvement program); planning/feasibility study, design and construction.

- **Oversight- Maintenance and Operations Division**

The objective of the Maintenance and Operations Program is to schedule repairs, services and resources; extend the life of DCPS assets; reduce/eliminate the scope and number of safety hazards; help buildings function at top efficiency; and conserve energy, saving time and money while; creating facilities that are clean, safe, healthy and educationally appropriate; thus enhancing the learning environment for students and staff.



Office of the Director

SUMMARY OF SERVICES

The Office of the Director provides leaderships and oversight, and ensures completion of all agency goals and services. Services include managing quantitative performance measures; monitoring the agency's progress to ensure all goals and objectives are achieved; monitoring schedules, and reporting failures and successes. The office also collects statistical data for progress reports and reviews employee performances and job (core) competencies.

OBJECTIVE 1: Apply performance benchmarks to assess and monitor personnel capabilities.

INITIATIVE 1.1: Implement a flexible yet highly accountable performance management system that includes regular communication and constructive performance feedback both on informal and well documented levels. OPEFM has developed an accountable performance evaluation program; whereas, all Divisions, Sections and Unit Managers will meet semi-annually or as required with their employees to review their goals and objectives performances.

INITIATIVE 1.2: Use and incorporate position core competencies as a central common element in the performance management system so that each employee will be clear regarding performance and expectations. The missions of each Division, Sections and Units are aligned with the overall agency's goals and objectives. And each employee's core competencies will align with specific goals and objectives benchmarks as part of their performance and expectations; contributing to the agency's goals and objectives.

INITIATIVE 1.3: As an agency with independent personnel authority, OPEFM will develop and finalize its personnel regulations and will create standard operating procedures (SOPS) detailing the Performance Management System, Drug and Alcohol Policies and Procedures, Background Check Policies and Procedures, and Fitness for Duty Policies and Procedures.

INITIATIVE 1.4: To align dated job descriptions, OPEFM will conduct an organization-wide position and employee job and baseline qualification analysis. This will involve a review, and potential revision, of all position descriptions and position titles, based on employee qualifications and daily responsibilities.



STANDARD CITYWIDE OPERATIONAL MEASURES

Measure	FY09 YTD
Contracts	
KPI: % of sole-source contracts	
KPI: Average time from requisition to purchase order for small (under \$100K) purchases	
KPI: # of ratifications	
KPI: % of invoices processed in 30 days or less	
Customer Service	
KPI: OUC customer service score	
Finance	
KPI: Variance between agency budget estimate and actual spending	
KPI: Overtime as percent of salary pay	
KPI: Travel/Conference spending per employee	
KPI: Operating expenditures "per capita" (adjusted: per client, per resident)	
People	
KPI: Ratio of non-supervisory staff to supervisory staff	
KPI: Vacancy Rate Total for Agency	
KPI: Admin leave and sick leave hours as percent of total hours worked	
KPI: Employee turnover rate	
KPI: % of workforce eligible to retire or will be within 2 years	
KPI: Average evaluation score for staff	
KPI: Operational support employees are percent of total employees	
Property	
KPI: Square feet of office space occupied per employee	
Risk	
KPI: # of worker comp and disability claims per 100 employees	



School Construction (Capital Improvement) Division

SUMMARY OF SERVICES

The School Construction Program consist of programming (master planning and the capital improvement program); planning/feasibility study, design and construction. The program objective renovates and modernizes existing DCPS schools and facilities and (where appropriate) build new DCPS schools and facilities. In addition, the School Construction Program oversees all “Green Building” and “LEED” initiatives.

OBJECTIVE 1: Modernize existing DCPS schools and facilities and build new DCPS schools and facilities.

INITIATIVE 1.1: Complete 4-6 major modernizations/additions projects as scheduled on Master Facilities Plan. For example:

Modernization of Eastern Senior High School

Eastern Senior High School is attended by roughly 565 youth in the 9th through 12th grades. The school is located on East Capitol Street NE in a 288,000 square foot facility built in 1923. The facility has undergone minor modernizations since its inception and is not currently an ideal learning environment. To help improve the learning environment for students enrolled at Eastern High, OPEFM will complete a whole-school modernization in FY 2010. This modernization will include a new roof, new HVAC and general maintenance systems, window replacements, and exterior improvements. In addition, classrooms will benefit from new paint, flooring upgrades, and new ceiling materials.

Modernization/addition of Janney Elementary School

This project is a modernization and addition of Janney Elementary School. The addition will increase the capacity from 365 to 525. The school lacks many of the core and support spaces that are part of the DCPS design standards. This project will add essential core spaces including early childhood classrooms and fully modernize the existing building to include replacement/renewal of major systems (HVAC, electrical, flooring, finishes, etc.) and updated technology resources. The original school has historic significance.

Addition to Burroughs Education Center

In 2008, Burroughs EC began the transition from a PS-5 elementary school to a PS-8 education campus. In 2009, OPEFM completed a Phase 1 project updating all the classrooms. The middle school program requires separate dining and physical education spaces. Therefore, an addition is proposed to include a dining/multi-purpose space with kitchen and mechanical space. The existing multi-purpose space will continue as the physical education classroom. In addition, Burroughs houses a special autism program that requires an OT/PT/Sensory classroom that will be built adjacent to the multi-purpose room. The total square feet for the addition is 6,350.



Modernization/addition of Stoddert Elementary School

This project is the modernization and addition of Stoddert Elementary School. The new capacity will be for 300 students. In addition the school lacks many of the core and support spaces that are part of the DCPS design standards. This project will add essential core spaces and fully modernize the existing building to include replacement/renewal of major systems (HVAC, electrical, flooring, finishes, etc.) and updated technology resources. The existing school was built in 1932 and has historic significance.

INITIATIVE 1.2 Complete 8-10 Phase 1 modernizations (classrooms only).

The 2010-2016 Capital Improvement Plan prioritizes projects that will enhance the learning environment and improve student performance. To that end 8-10 elementary and middle schools are targeted for a Phase 1 modernization. The goal of these projects is to modernize the classrooms only. Although all projects will be customized to the needs of the school, the emphasis will be on improving lighting quality, temperature and air quality, acoustics, technology and furniture. Schools may receive new ceilings and lighting, flooring, HVAC enhancements, finishes, furniture and equipment, and technology. The final number and location of each of the Phase I schools would be determined in consultation with Office of the Deputy Mayor for Education and Office of the Chancellor.

INITIATIVE 1.3 Continue four major modernizations projects – not scheduled for completion in FY 2010.

Ongoing reconstruction phase of H.D. Woodson HS

This project is the reconstruction of Woodson High School to 21st century DCPS standards for 900-1000 students. The design guidelines indicate a building of approximately 192,000 SF (minimum). Woodson HS is transitioning to a STEM (Science, Technology, Engineering, Math) program focus and will retain its Business Academy. The building has been razed and the students are currently housed at the Ron Brown and Fletcher-Johnson facilities. The new school will also house a natatorium and a community gym.

Ongoing modernization phase of Anacostia HS

This project is the complete modernization of Anacostia High School to bring it up to 21st century DCPS standards for a school for 1200 students. DCPS expects a modernized facility to have operational and efficient building systems, clean and maintainable interior finishes, bright and "healthy" classrooms and public spaces. In addition to replacing/renewing all the physical systems on campus, this project will include wall enclosure in the 1970's open space addition.

Ongoing modernization/addition phase of Woodrow Wilson High School

This project is the complete modernization of Woodrow Wilson High School to bring it up to 21st century DCPS standards for a school for 1500 students. This will require an addition of approximately 35,000 SF for a total square feet of more than 280,000 SF. DCPS expects a modernized facility to have operational and efficient building systems, clean and maintainable interior finishes, bright and "healthy" classrooms and public spaces. In addition to replacing/renewing all the physical systems on campus, this project will include improving circulation across the campus by the relocation of several major core spaces (dining, physical education, media center, auditorium, and administration) and



addressing handicapped accessibility issues. The original building was constructed in 1935 and has historic significance.

Ongoing reconstruction phase of Dunbar HS

This project is the reconstruction of Dunbar High School to 21st century DCPS standards for 1100-1600 students. The design guidelines indicate a building of approximately 250,000 SF. Dunbar offers a pre-engineering academy program in addition to the regular academic courses. This project is in the early stages of planning and additional information about the capacity, programs and services may be available later this year.

INITIATIVE 1.4: Manage modernization and new construction projects and ensure that all projects are completed on time and within budget.

Establish 8-10 School Improvement Teams (SIT) to participate in the discussion of the education specifications and schematic design for its respective school where a major capital project (to include modernization, school replacement, addition, renovation or remodeling) is scheduled.

PROPOSED KEY PERFORMANCE INDICATORS-School Construction Program

Metric¹	FY08 Actual	FY09 Target	FY09 YTD (Thru Q3)	FY 2010 Projection	FY 11 Projection	FY12 Projection
# of modernization projects underway on time within the project deadlines	24	18	18	19 ²	18	17
# of modernization projects underway within the budget	24	18	18	19 ³	18	17
Certified Business Enterprise (CBE) with 50% participation as required by Education Reform Act.	44%	50%	57% ⁴	50%	50%	50%
Number of new SIT formalized for projects scheduled in the next year	24	18	22	8-10 ⁵	8-10	8-10
Number of square feet modernized	810,100	929,829	21,329 ⁶	1,363,000 ⁷	1,377,800	1,602,000

¹ Baseline data and projections are reported as of September 30, 2009

² The final number (pending on the execution plan) would be determined in consultation with Office of the Deputy Mayor for Education and the Office of the Chancellor.

³ The final number (pending on the execution plan) would be determined in consultation with Office of the Deputy Mayor for Education and the Office of the Chancellor.

⁴ Overall average - amount awarded

⁵ The final number (pending on the execution plan) would be determined in consultation with Office of the Deputy Mayor for Education and the Office of the Chancellor.

⁶ Most modernization projects are delivered at the end of summer, just prior to school opening (August / 4th Qtr).

⁷ The final number (pending on the execution plan) would be determined in consultation with Office of the Deputy Mayor for Education and the Office of the Chancellor.



Maintenance and Operations Program

SUMMARY OF SERVICES

The Maintenance program is comprised of several disciplines including: carpentry repairs; plastering and painting repairs; plumbing repairs; mechanical (HVAC) repairs; electrical repairs; roofing repairs; glazing repairs; grounds maintenance repairs; maintaining and monitoring the maintenance and operations vehicle fleet; and stocking, warehousing, and tracking of maintenance and operations inventory, supplies, and materials.

The Operations program is responsible for building operations activities to include the operation and inspection of boilers, mechanical devices, chillers, air handling units, pumps, swimming pools, and moderate mechanical preventive maintenance activities. The Unit performs front-line supervisory functions associated with the general oversight of building housekeeping staff.

In addition, Maintenance and Operations performs environmental and safety compliances functions responsible for activities associated with the Hazardous Materials Management Program and environmental regulatory and compliance management. The Unit develops, implements and monitors the Indoor Air Quality Program.

OBJECTIVE 1: Maintain DCPS facilities in a way that extends the life of the building systems, protects capital investments, and ensures healthy, safe and comfortable learning environments for DCPS students.

INITIATIVE 1.1: Implement a three-year Comprehensive Maintenance Plan.

Year 1 (FY 2010) – Implement a comprehensive preventive maintenance program for building systems (i.e., boilers, chillers, cooling towers, air handling units, etc.) at the 25 facilities recently modernized. In addition, at 49 sites with central cooling systems; continue to implement a comprehensive preventive maintenance program.

Preventive maintenance program is the process of performing scheduled equipment inspection, testing, and repair services. Activities are performed on a scheduled basis annually, or more frequently, to identify additional maintenance or required systems testing; thus reducing unscheduled repairs. (See typical example chart below.)

INITIATIVE 1.2: Reduce backlog of open work orders to less than 5,000.

By implementing a comprehensive preventive maintenance program; OPEFM will be reducing unscheduled repairs and significantly diminishing all backlogs repairs. OPEFM will be converting the culture from a reactive maintenance program to a predictive maintenance program. The average days to address an open work order (repair); should reduced significantly.



INITIATIVE 1.3: Address maintenance repairs – proactively.

OPEFM will focus and re-direct its resources from a *Reactive Work Management Program (unscheduled repairs work) to a Predictive Work Management Program* – scheduling more repairs work. Predictive Repairs is the process of monitoring selected performance data for a system, component, or equipment against a baseline reference to identify and predict impending failures for just-in-time maintenance attention. A system of maintenance in which computers and software are used to forecast the failure of a piece of equipment based on its age demand, and various performance measures. (See typical example chart below.)

Example of Schedule and Predictive Maintenance (typical mechanical equipment):

System Description	Capital Work		CMP Year – 1: Scheduled – Preventive Maintenance (Where budget permits)				Predictive Maintenance Repairs		
	Year Installed	Life Expectancy 30 Years	Monthly	Quarterly	Semi-Annually	Annually	Every 7 Years	Every 7 Years	Every 7 Years
Boiler Gas-Fired 10,000 MBH	1995	2025							
Boiler Gas-Fred 10,000 MBH – Repairs to... • Burners • Blowers • Motors • Valves							2002	2014	2021
10 points check repairs & servicing			X						
16 points check repairs & servicing				X					
16 points check repairs & servicing					X				
20 points check repairs & servicing						X			

In Year 1 of the comprehensive maintenance plan – every major mechanical system identified in Initiative 1.1 (noted above); will have a capital, scheduled and predictive maintenance chart. As the budget permits, allowances will be made for future forecasting of costs and planned maintenance activities. Estimation provided by RS Means Cost & Repair Data. Year 1 will focused mostly on scheduled preventive maintenance plan; and finalize the mechanical system chart for major equipment; in Initiative 1.1



**PROPOSED KEY PERFORMANCE INDICATORS-Maintenance and Operations
Program**

Metric⁸	FY08 Actual	FY09 Target	FY09 (Thru	FY 2010 Projection	FY 11 Projection	FY12 Projection
Number of open work orders	~5,100	No Target Est.	5,711	< 5,000	< 5,000	< 5,000
Number of work orders cleared	24,812	17,000	14,065	15,000	15,000	15,000
Average days to complete new work orders	53	No Target Est.	24	25% <i>Improvement compared to prior year</i>	20% <i>Improvement compared to prior year</i>	15% <i>Improvement compared to prior year</i>

⁸ Baseline data and projections are reported as of September 30, 2009